



# Welcome Introductions Case Study

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**The 9th Annual Library Leadership Institute**  
Reinventing the Academic Library: Challenges and Opportunities  
Bangkok, Thailand. 29 April – 3 May 2011.



**Topic I :**

# **Leadership in Today's Research Library**

第一讲：当今学术图书馆的领导艺术

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# Problem solving / lateral thinking

## 解决问题/ 横向思维

- Your challenge is to draw four straight lines which go through the middle of all of the 9 dots without taking the pencil off the paper. Try this now by placing your pencil somewhere, drawing four straight lines without taking your pencil off the page. Each line must start where the last line finished
- 一笔划四条直线穿过九点。



# Solution

## 谜底



# Lessons to be learned from this puzzle

## 解谜可得的经验

- Analyse the definition to find out what is allowed and what is not.
- Are there any real rules to the problem anyway? (especially valid in human related problems - there are only perceptions, not physical rules)
- Look for other definitions of problems.
- Do not accept other people's definitions of problems. They may be either wrong or biased.
- If a problem definition is wrong, no number of solutions will solve the real problem.
- 分析定义，找出可做及不可做的
- 是否有规则解决问题？(特别是与人有关的问题——只有观念而没有固定规律)
- 寻找问题的其他定义
- 不要照单全收别人的定义。其有可能是错的或有偏见的。
- 若定义错了，问题永远得不到真正解决

◦ <http://www.brainstorming.co.uk/puzzles/ninedotsnj.html>



# Emerging risks for research libraries (March 2010)

## 学术图书馆面临的危机

- Risks associated with uncertain library “value”
  - Weakened visibility
  - Poorly communicated
- Staffing and human resources
  - Reduced pool
  - Skills
  - Change management
- Legacy technology
  - Difficult to adjust to new
- 图书馆的「价值/地位」不明确
  - 地位减弱
  - 缺乏沟通
- 人力资源
  - 员工人数缩减
  - 技能
  - 管理形式的转变
- 传统科技
  - 融合新科技有困难





# **Library challenges: Global and local**

图书馆面临的挑战:  
全球性及本地性



# Challenges

## 挑战

### Global

- Rapidly evolving technologies (Cloud, 2.0, mobile, virtual)
- Changing user expectations and habits
- Emphasis on the learner
- Global financial crisis
- Academic libraries no longer at campus “heart”
- Scholarly communication evolving
- Rise of e-science and data-sets
- Collaborative working
- Information anywhere, anytime
- etc

### 全球性

- 迅速演变的科技(云端计算、2.0、流动、虚拟性)
- 读者的期望及习惯不断转变
- 以学习者为重心
- 全球金融危机
- 学术图书馆不再是校园的「中心」
- 学术交流的演变
- 电子科学及数据库的冒起
- 协作
- 随时随地可查阅信息
- 等等

# Challenges

## 挑战

### Local

- Centennial Campus
- Learning Commons (2)
- 334 and curriculum reform
- New Strategic Plan
- Physical limitations
- Collaboration opportunities
- Financial
- Libraries valued less?
- etc

### 本地性

- 百周年校园
- 学习共享中心
- 334学制改革
- 新策略规划
- 环境设施的限制
- 合作机会
- 金融
- 图书馆地位下降？
- 等等

## Library activities down

Annual use

Research specific reference book

81% 2005 ▶ 56% 2010

31% DECREASE ▼

Homework/study

80% 2005 ▶ 66% 2010

18% DECREASE ▼

Get copies of articles/journals

64% 2005 ▶ 50% 2010

22% DECREASE ▼

Get assistance with research

64% 2005 ▶ 51% 2010

20% DECREASE ▼

Use online databases

68% 2005 ▶ 59% 2010

13% DECREASE ▼

Borrow print books

66% 2005 ▶ 60% 2010

9% DECREASE ▼

Leisure reading

52% 2005 ▶ 48% 2010

8% DECREASE ▼

## Perceptions of Libraries, 2010: Context and Community 《對圖書館的看法》，2010年 情境與社會

32% students say  
library's value has increased  
during the recession  
百分之三十二的学生表示  
在经济衰退期间图书馆的  
价值提升了

[http://www.oclc.org/reports/2010perceptions/  
2010perceptions\\_all.pdf](http://www.oclc.org/reports/2010perceptions/2010perceptions_all.pdf)



# Defining “leadership”

## 领导才能的定义

The quality of leadership, more than any other single factor, determines the success or failure of an organization.

一个机构的成功或失败取决于领导才能多于其它个别因素。

- Fred Fiedler & Martin Chemers *Improving Leadership Effectiveness*



# Leadership

## 领导才能

- A new leader has to be able to change an organization that is dreamless, soulless and visionless ... someone's got to make a wake up call.  
(Warren Bennis)
- The only real training for leadership is leadership.  
(Anthony Jay)
- You do not lead by hitting people over the head — that's assault, not leadership.  
(Dwight D. Eisenhower)
- 一名新领导必须有能力去改变一个没有梦想、没有灵魂和愿景的机构……得有人去唤醒。
- 最实际的领导才能培训就是实践领导。
- 你不会用敲人脑袋的方法去领导——那是攻击，不是领导。





# LEADERSHIP

*The leader always sets the trail for others to follow.*

# Leadership versus Management

## 领导与管理

	<b>Management</b> 管理	<b>Leadership</b> 领导
<b>Creating an agenda</b> 设立日程	<b>Planning and budgeting</b> 规划和预算	<b>Establishing direction</b> 建立方向
<b>Developing human resources</b> 发展人力资源	<b>Organization and staffing</b> 组织和人员编配	<b>Aligning people</b> 团结群众
<b>Execution</b> 实行	<b>Controlling and problem solving</b> 控制和解决问题	<b>Motivating and inspiring</b> 激励与鼓舞
<b>Outcome</b> 结果	<b>Predictable outcome</b> 可预测的结果	<b>Dramatic change</b> 戏剧性的转变





# What do leaders do?

## 甚么是领导应做的？

- Define a Future
  - Provide clear vision and direction
  - Mission (What is my job?)
- Set goals and celebrate them when achieved
- Openly identify problems (and unify to solve them)
- Support initiative-taking and leadership at all levels
- 界定前景
  - 提供清晰的愿景及方向
  - 使命(我的工作是什么?)
- 定立目标并在达成后庆祝
- 公开寻找问题(并共同解决)
- 支持各层面的主动精神和领导才能



# What do leaders do?

## 甚么是领导应做的？

- Provide clarity
  - Talk the walk and walk the talk
  - Actions speak louder than words
- Resolve conflict
  - You and me against the problem
  - Distinguish between challenges to authority and challenges to ideas
- Manage change
- Increase communication and encourage others to do likewise.
- 指示清晰
  - 坐言起行
  - 行动胜于语言
- 解决冲突
  - 齐心对付问题
  - 区分对权力的挑战与对理念的挑战
- 管理转变
- 加强沟通并鼓励其他人也这样做

# Balanced Leadership

## 平衡领导

- Intellectual (IQ)
- Emotional (EQ)
- IQ gets you the job, EQ makes you successful

Emotional intelligence is twice as important as all other factors for success in jobs at all levels.

90% of the difference between outstanding leaders and average leaders is due to emotional intelligence.

- 智商
- 情商
- 智商令你找到工作，情商令你成功

情商的重要性是其他工作成功因素的两倍

杰出领导与一般领导的区别主要在于情商

# Leadership: A Framework for Reflection

## 领导：反思的架构

- Who you are
  - Knowledge, skills, and experience
  - Core values (internal guidance system)
- Where you are
  - Context (history, culture, style)
  - Opportunities (challenges, resources)
- What you do
  - Visioning and inspiring
  - Assessing, planning, organizing, managing
- How you do it
  - Communicating and collaborating
  - Leadership style
- 了解自己
  - 知识、技巧和经验
  - 核心价值(内在指引系统)
- 明白自己的位置
  - 处境(历史、文化、模式)
  - 机会(挑战、资源)
- 要做什么
  - 愿景及激励
  - 评估、计划、组织、管理
- 怎样去做
  - 沟通和合作
  - 领导模式

# Attributes of Successful Leaders

## 成功领导者的特质

### Group Exercise 小组研习#1

Traits 性格	Skills 技能
Decisiveness 果断	Knowledge of the Task 执行任务的知识
???	????

Name other  
Attributes/Traits and Skills  
of Successful Leaders...

说出其他成功领导者的  
特质与技能

Unsuccessful Leaders?

不成功领导者的呢？



# Organisational climate and culture

## 組織氣氛與組織文化

- “deeper level of *basic assumptions* and *beliefs* that are shared by members of an organisation, that operate unconsciously, and that define in a basic ‘taken-for-granted’ fashion an organisations view of itself and its environment”

(Schein, 1985)

「组织成员所共有的较深层基本设想及信仰，会无意识地起作用，而且，这种设想及信仰『理所当然』地决定了组织对其自身及其所处环境的看法」



# Steuart and Moran

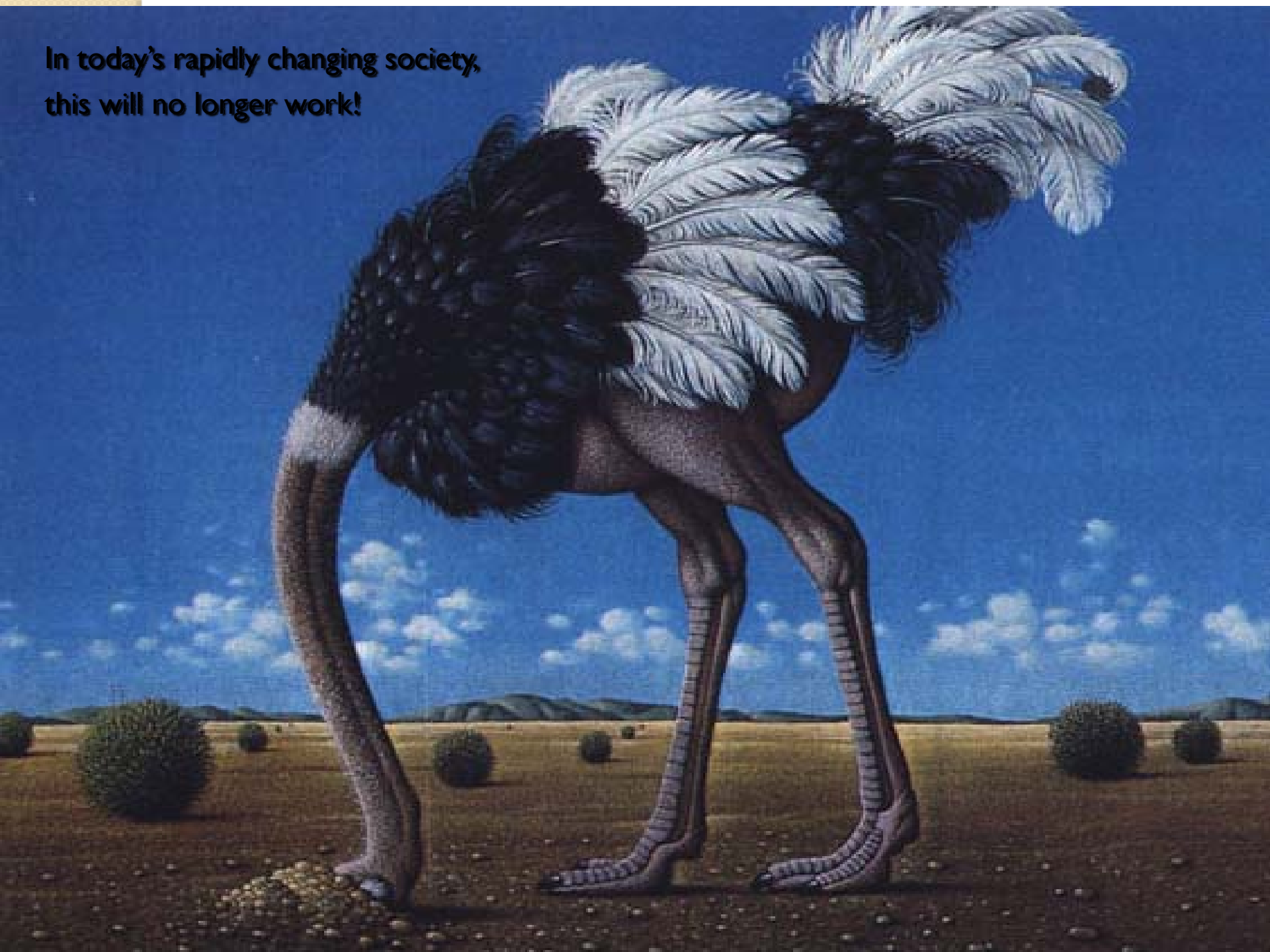
- Organizational culture sources:
  - Basic building blocks laid down by management and tradition (assumptions, policies and goals)
  - Experience of members as work in the organisation evolves
  - New beliefs and assumptions from new staff
- 组织文化根源:
  - 建构于管理层及传统 (假设、政策与目标)
  - 组织的发展形成员工经验
  - 来自新员工的新思维及设想



# Steuart and Moran

- Organizational culture elements:
  - Language (nomenclature)
  - Group norms (expectations)
  - Individuals with influence
  - Stories of the past and how they shaped the organisation
  - Established rituals/ ceremonies
- 组织文化元素:
  - 语言(专门用语)
  - 群体规范(期望)
  - 有影响力的个人
  - 过往的故事及其如何塑造组织
  - 既定的习俗或仪式

**In today's rapidly changing society,  
this will no longer work!**





# Change management

## 转变管理

- The process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers
- Managing change is about managing people
- 在这过程中，机构需持续地更新组织方向、架构及能力，以满足外部客人及内部客人不断变化的需求
- 转变管理就是人员管理

(Moran & Brightman, 2000,

<http://www.emeraldinsight.com/Insight/viewPDF.jsp?Filename=html/Output/Published/EmeraldFullTextArticle/Pdf/0860120203.pdf>)



# Change management

## 转变管理

- Change management is really about managing (either well or poorly) the impact of some particular environmental and/or organizational change on these core activators of **workplace performance**.
- 转变管理是(妥善地或不妥善)处理一些转变带来的影响，这些影响是因环境或组织的一些特殊变化而产生的，影响职场表现的激励因素。

(Moran & Brightman, 2000,

<http://www.emeraldinsight.com/Insight/viewPDF.jsp?Filename=html/Output/Published/EmeraldFullTextArticle/Pdf/0860120203.pdf>)



# Moran & Brightman, 2000.

- Change is nonlinear; there is often no clearly defined beginning or end.
  - Effective change interweaves multiple improvement efforts
  - Change is top-down and bottom-up.
  - Organizational change has an important personal dimension
  - **Measurement** is key to successful and sustainable change.
- 转变是非线性的；通常没有清晰的开始或终结
  - 有效的转变与多种寻求进步的努力相互交织
  - 转变可由上而下，及由下而上
  - 组织转变包含重要的个人层面
  - 评估是对转变的成功及其持续的关键



# Kotter's rules for successful change

## 成功转变的规则

- 1 Establishing a Sense of Urgency
- 2 Creating the Guiding Coalition
- 3 Developing a Vision and Strategy
- 4 Communicating the Change Vision
- 5 Empowering Employees for Broad-Based Action
- 6 Generating Short-Term Wins
- 7 Consolidating Gains and Producing More Change
- 8 Anchoring New Approaches in the Culture

- 1 建立迫切感
- 2 创建纲领性的组织
- 3 发展愿景及策略
- 4 沟通已变更的愿景
- 5 授权员工执行宽基措施
- 6 赚取短期回报
- 7 巩固得益，制造更多转变
- 8 让新的方法植根文化中





# 10 commandments of implementing change

## 实施转变的十诫

1. Analyse the organisation and its need for change
  2. Create a shared vision and common direction
  3. Separate from the past
  4. Create a sense of urgency
  5. Support a strong leader
  6. Line up political sponsorship
  7. Craft an implementation plan
  8. Develop enabling structures
  9. Communicate, involve people and be honest
  10. Reinforce and institutionalise change.
1. 分析机构和它的转变需求
  2. 创建一个可分享的愿景和共同的方向
  3. 脱离过去
  4. 创造迫切感
  5. 支持强势领导
  6. 缔结政治同盟
  7. 制作实施计划
  8. 发展促成架构
  9. 沟通、让群众参与及处事公开
  10. 加强并使其制度化





## Exercise #3

Describe what you believe is the “culture” of a typical academic library.

Why do you believe this is the culture?

What are the strengths of this culture?

Its weaknesses?

What kind of leadership works best for this kind of organizational culture? Why?

## 习作三

你认为典型学术图书馆的文化是怎样的，请描述

你为何认为这就是图书馆文化？

这种文化有何优点？

它的弱项呢？

哪一种领导形式在这种组织文化中运用得最好？原因为何？



# **Leadership and change: A reflection**

反思：领导才能和转变



# Leadership and change: A reflection

## 反思：领导才能和转变

- Know *who* you are
  - Knowledge, skills, and experience
  - Core values (internal guidance system)
- Understand *where* you are (and how you got there)
  - Context (history, culture, style)
  - Opportunities (challenges, resources)
- 认识自己
  - 知识、技巧和经验
  - 核心价值(内在指引系统)
- 明白自己的位置(和怎样达到目的)
  - 处境（历史，文化，模式）
  - 机遇（挑战，资源）



# Leadership and change: A reflection

## 反思：领导才能和转变

- Recognise *what* you do (and *why* you do it)
  - Visioning and inspiring
  - Assessing, planning, organizing, managing
- Be conscious of *how* you do it
  - Communicating and collaborating
  - Leadership style
- 确认你要做的（和你为何要做）
  - 愿景及激励
  - 评估、计划、组织、管理
- 清楚如何去做
  - 沟通和合作
  - 领导模式